Pennsylvania's State System for Higher Education
Charge for Financial Aid Working Group
November 16, 2020

Overview

The framework for the Working Groups (WG) includes:

- Integrations Overall Charter – Provides the purpose and organizational structure for the overall Integrations initiative, including Integration Guidelines with Guiding Principles.
- Working Group Charter – Defines the roles and responsibilities of the Working Groups and articulates the purpose, goals, principles, scope, roles, and deliverables with which the WGs are charged.
- Working Group Charge (this document) – Includes specific milestones, questions, and goals to be addressed by each WG specifically.

WG Deliverables and Timing

Timing	Deliverable	Details
11/18/20	**Consultation Plan** – Determine who to consult with, how, and how WG consultation aligns with initiative-level consultation	See *Consultation Plan template* provided on SharePoint.
12/4/20	**Critical Path August 2022 –** Confirm the critical path milestones and define the critical path steps and timing to meet critical path milestones for Fall 2022 (what must be done by August 2022 for successful launch and how long will it take)	See *Critical Path Milestones* and *Critical Path Steps template* provided on SharePoint.
12/11/20	**Aspirational Goals and Annual Targets –** Aspirational goals to accomplish by 2026, and define annual integrated institution targets to evaluate progress	See below and *Goals/Targets template* provided on SharePoint.
1/8/21	**Priority 1 Questions (First Draft) –** Use above to filter, prioritize, and develop draft recommendations for Priority 1 questions (i.e., key questions to define the future state) and accompanying organizational charts and impact analysis	See below, *Priority 1 Recommendations template*, and *Organizational Chart template* provided on SharePoint.
1/15/21	**Priority 2 Considerations for 2022-2026** – Outline considerations for what can be done after August 2022 and how it can be sequenced (i.e., known prerequisites)	See below and *Priority 2 Considerations template* provided on SharePoint.
2/12/21	**Priority 1 Questions (Second Draft)** -- Update recommendations, incorporating feedback from Systems Leadership Team (SLT) on First Draft	See above.
3/12/21	**Priority 1 Questions (Final Draft)** – Update recommendations, incorporating feedback from SLT on Second Draft	See above.

Goal Setting

Related to the aspirational goals provided in the Integrations Initiative Charter, define annual integrated institution targets against which to evaluate progress.
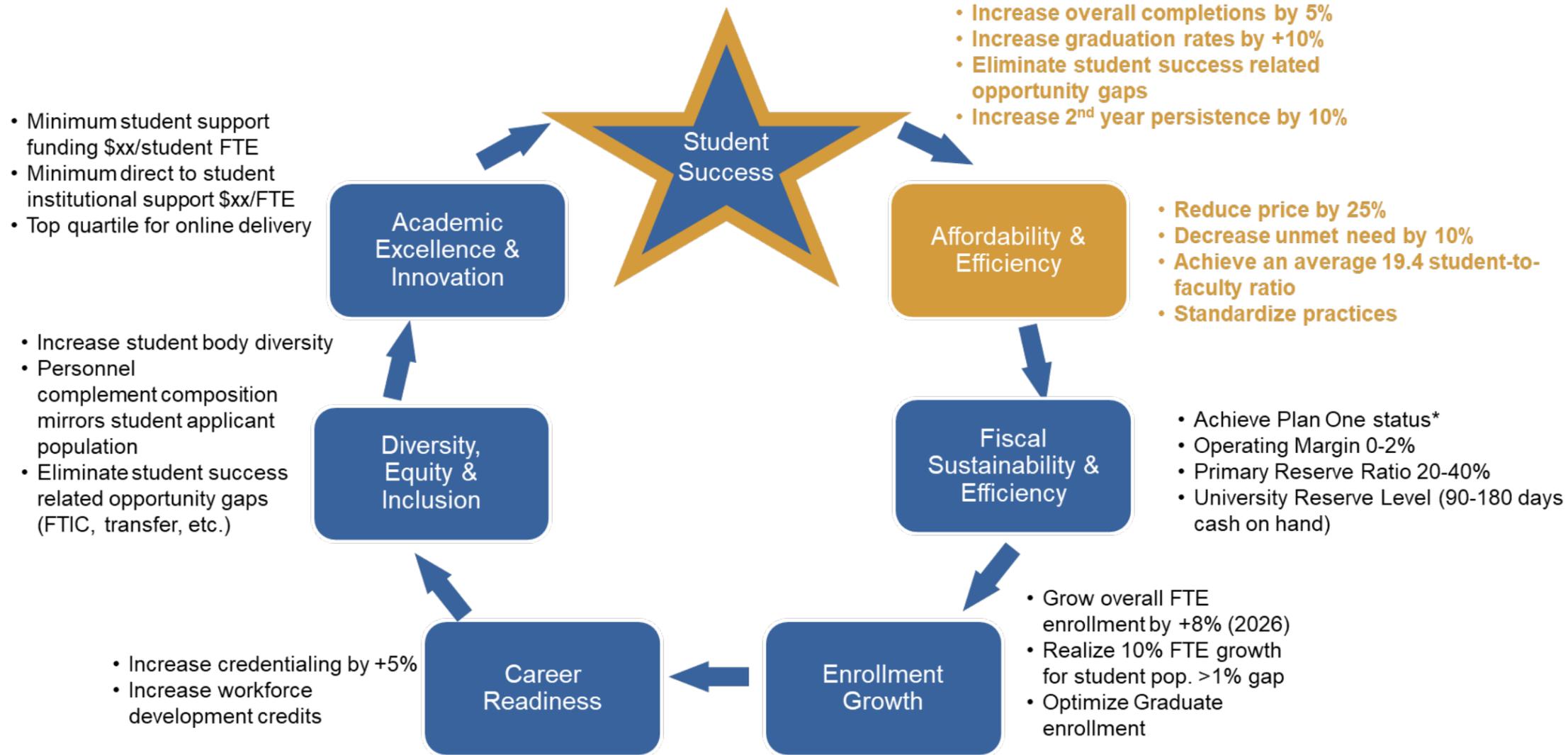
Integration Goal Setting Process
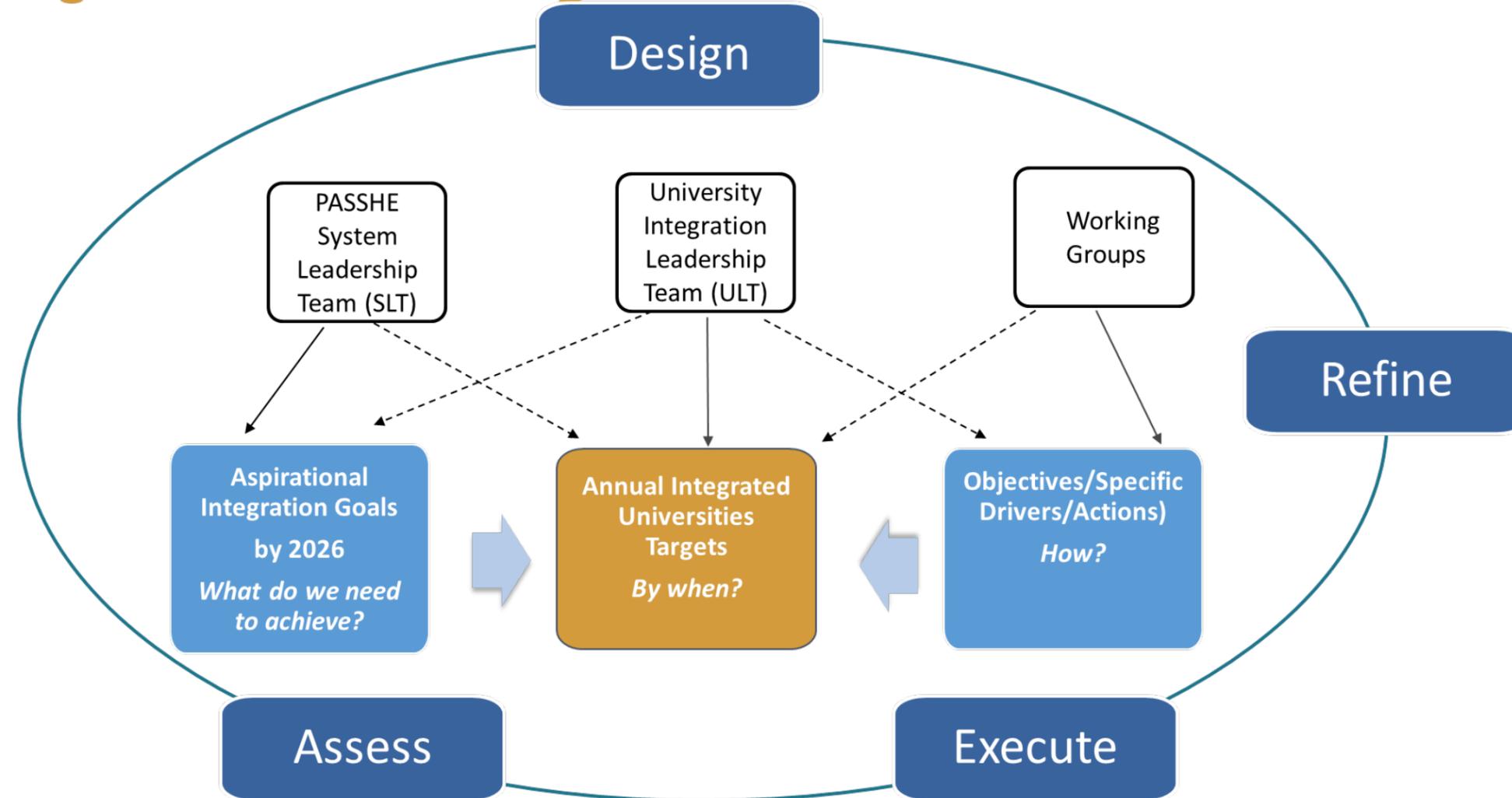
The overall integrations-level aspirational goals are included below and within the Integrations Initiative Charter. Address the highlighted goal(s) applicable to your WG.

Goals Relevant to Financial Aid Working Group

Student Success
- **Increase overall completions by 5%**
- **Increase graduation rates by +10%**
- **Eliminate student success related opportunity gaps**
- **Increase 2nd year persistence by 10%**

Academic Excellence & Innovation
- Minimum student support funding $xx/student FTE
- Minimum direct to student institutional support $xx/FTE
- Top quartile for online delivery

Affordability & Efficiency
- **Reduce price by 25%**
- **Decrease unmet need by 10%**
- **Achieve an average 19.4 student-to-faculty ratio**
- **Standardize practices**

Diversity, Equity & Inclusion
- Increase student body diversity
- Personnel complement composition mirrors student applicant population
- Eliminate student success related opportunity gaps (FTIC, transfer, etc.)

Fiscal Sustainability & Efficiency
- Achieve Plan One status*
- Operating Margin 0-2%
- Primary Reserve Ratio 20-40%
- University Reserve Level (90-180 days cash on hand)

Career Readiness
- Increase credentialing by +5%
- Increase workforce development credits

Enrollment Growth
- Grow overall FTE enrollment by +8% (2026)
- Realize 10% FTE growth for student pop. >1% gap
- Optimize Graduate enrollment

Integration Overarching Considerations

- What is the current resource inventory for the area (people, facilities, technology, policies)?
- What elements can be integrated into a singular structure for performing the necessary functions (and, as an exception, which require joint and concurrent delivery models)?
- What data do we have regarding existing functions in this area? What data will inform decisions?
- What are the qualitative considerations related to integrating this function?
- Have we kept the guiding principles, goals, and objectives in mind in our efforts?
- What input from other working groups is critical to forming alternatives and recommendations?

For Each Recommendation, Assess the Impacts

- People – Student, faculty, staff, governance (e.g., trustees, organizations) – individuals impacted by the change and any know required activities to support the change (classification, side letter changes, training etc.)
- Process – Policy, procedures, contracts, partnerships, etc., that support the current state which would have to be changed to support the recommendation
- Technology – Systems, support, applications that support the recommended changes and if any updates would be required
- Finance – Required funding to implement or lead to a cost savings
- Physical Assets – Physical assets (buildings) that would be impacted by recommendations
- Compliance and Legal – Federal, state, and local laws, regulations, and other requirements that would need to be changed to implement the recommendation
- Community – Known community stakeholders impacted by the recommendation
- Benefits – Anticipated benefits associated with the recommendation – linked to goals and objectives, if possible
- Risk – Known risks associated with implementation of the recommendation

Use the considerations and questions below to discuss, prioritize, and develop draft recommendations for Priority 1 questions to define the future state and impact analysis.

	High-Level Areas of Consideration	Questions to Inform Recommendations

Financial Aid Working Group	Areas of focus: Assess the ability to maintain or integrate functions and processes while still continuing financial aid operations.
	- Department of Education Requirements
	- Financial aid office structure and function
		Priority 1 Questions – Critical Path (What design assumptions must be determined for the combined function/one University?)
		
		1. Determine steps and timeline for obtaining DOE OPEID and how this integrates with the processes and timelines of other working groups; reporting requirements for DOE and other student aid agencies; requirements of the accrediting agency; and legality of sharing ISIR data between the 3 locations if we don't have a joint OPEID/accreditation by beginning of 2022 recruitment cycle (fall 20201).
		   a. What can be done across both integrations to aid in compliance with federal regulations?
		   b. Are these integrations scalable to the whole system? And If not, what is scalable?
		2. In coordination with Technology/System Technology WGs, develop a patch for the three SISs until a full migration for the OneSIS is complete.
		3. Determine which functions can be centralized and develop a staffing model that is centered on efficiencies and compliance while supporting student success. This will include location of centralized functions as well as functions located at each location, and what technology and software resources can be used to support centralization (i.e., CampusLogic, Slate etc.) and how this will integrate with student account/bursar functions across the three locations.
		4. Develop a common awarding strategy in conjunction with Enrollment Management WG, Athletics WG, and Donors/Alumni Relations/Foundations Working Group with a focus on decreasing price by 25% and unmet need by 10%.
		5. Develop a common policies and procedures manual for awarding policies and timelines, SAP, PJs, etc.
		6. Is there a "pre-acquisition" review process (like Middle States) at the DOE?
		7. How will accreditation timing affect ability to be assigned a DOE OPEID?

	High-Level Areas of Consideration	Questions to Inform Recommendations
		8. Can one entity "change its name" in applying for OPEID, and add locations to it, rather than applying for an entirely new entity? 9. To what degree will financial aid functions need to be physically located at all locations (financial aid counselors)? 10. Where will integrated financial aid function be located? 11. How are the award packaging processes similar/different across existing institutions? 12. What considerations intersect with Athletics Working Group? 13. What other deadlines and time dependent issues need to be addressed by August 2022? 14. How will FISAP be completed during transition 15. What policy differences are there (SAP, award notice timing, PJ decisions)? 16. What will it take to get all campuses on CampusLogic? 17. What are the next steps in determining a common SIS for at least the Northeast? **Priority 2 Considerations – Implementation Considerations and Any Known Prerequisites** • Conduct a cost/benefit analysis regarding Perkins loan portfolio in conjunction with F&A and make a determine to continue servicing or liquidate existing portfolio • Will we liquidate existing Perkins portfolio or continue to service outstanding loans?